

1. Point out that our survey was limited to the DD/P and thus does not address itself to internal DD/S matters.
2. Management generally has come to be a suspicious term. Everyone favors good management, but in the DD/S management studies inevitably lead to fast increases in paper work and bureaucracy. Examples: financial management, property management, personnel management, etc. Why can't someone conduct a management study to eliminate some of this management instead of constantly increasing it?
3. The central support concept is discussed on page 77 of the DD/P report. It points out that the Agency is being administered by employees with long experience in other government agencies and that they have not been able to divest themselves of their old habits and thinking processes. They feel that what is good enough for them is good enough for us, and in recent years they have been heavily supported by O/GC in adopting across the board all of the regulations which apply to other agencies. Our special authorities have thus eroded and the use of these authorities is now the exception rather than the rule.
4. Bissell said that he felt the real support problem was in Finance and Logistics, although it is likely that he was referring to budget problems rather than true finance problems. He has very strong feelings about this and it should be expected that he will take aggressive action once he makes up his mind what he wants to do.
5. Helms said that it is his impression that the DD/P is over-supported. They now have four people where they once had one. He thinks this depth of support is unnecessary and that it could be cut back without lessening the quality of the work.

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6. [REDACTED] characterized support as the spending of an inordinate amount of time and energy on multiple checks to assure that no person is allowed to receive a penny more than he is entitled to. He said that this striving for excellence in the processing of trivia has resulted in nothing which would really assist the DD/P in its mission. Important things go by the board. Other senior officials took the same view in different words.

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greater degree than at the present. Further, a number of people complain about the inability of Personnel and Medical Office to get together

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on medical cases. They generally feel that [REDACTED] is the only obstacle to complete chaos.

9. The budget is viewed by most people as being the biggest problem. The Comptroller states that he uses only one per cent of the information that he gets and that this agency is no different from any other agency in budgetary matters. The creation of this amount of statistical data is not only insecure but is a waste of manpower. Many DD/P executives now able to see [REDACTED] 25X1A2d2 for the first time are very much impressed by the effectiveness of the operation and would like to see the system more widely used. There were objections also to [REDACTED] 25X1A9a serving as the DD/P spokesman on operational matters to the Bureau of the Budget.

10. The logistics problem has several aspects. One was the unnecessary application of bureaucratic government procedures to our problems in procurement, supply, and transportation. The other was the objection to the anticipated added workload under the property management program. They do not understand why Headquarters cannot maintain adequate property records for small activities without putting out a bunch of instructions and regulations to small field stations. This is considered an unnecessary dissipation of the stations' efforts. Travel also receives much criticism, and people familiar with the military system who are simply paying allocated costs and per diem feel that the Agency would benefit in the long run if we junked the system we now have and developed something similar.

11. Project Processing: In our report we recommended the establishment of a single approval system and the elimination of a large part

of the coordination which is now effected. While this is largely a DD/P matter, the proposed system should not be stretched out of shape for a detailed review by every support component having an interest. All should be effected in SSA or by the Chief of Support for the division or staff concerned. There should be no reason why these support representatives should serve only as a mail channel to the support units.

12. Training is generally considered to be very good. The major complaint was that it was too hard to get into courses. The form was too detailed, covered too much unnecessary information and had to be signed by five different people. OTR is now in the process of revising this.

13. One of the biggest problems, which is well known to everyone, is the regulatory system. We have now reached the stage where the Agency regulations constitute an incredible morass which can be understood only by those who have made a career of it. Without dwelling on it, it might be noted that an improvement is imperative even if it means a complete change of personnel in the offices concerned, notably Comptroller, Logistics, and Personnel.